
RECORDS MANAGEMENT PROGRAM

SURVEY REPORT OF THE

TSD

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PREPARED BY

25X1

Analyst
Records Administration Staff

June 1966

~~CONFIDENTIAL~~

X1 Chief, [] TSD

24 June 1966

Chief, Records Administration Staff

Report of Survey of Mail Processing Operations in []

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1. Attached is a report prepared by [] of this Staff on the mail processing operations in []. The report contains seven recommendations for your consideration which I think will expedite the processing of mail in the Branch.
2. An overall survey of the Records Management Program in the Branch will be continued. However, at your request, this portion of the survey was limited to the mail processing operations and is submitted for your consideration prior to the completion of the overall survey.

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Attachment

Distribution:

Original & 1 - Addressee

1 - RAS

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25X1 DDS/RAS [] :jms (24 June 1966)

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INTRODUCTION

At the request of [] a study was made of the [] operations in the Branch for the purpose of improving procedures, eliminating unnecessary operations, and expediting service. The resulting recommendations and charts are submitted for your consideration.

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The process charts (TABS A and B) are representative of the general routing of documents in [] and the procedure for the follow up of over due communications (Tab C). These were prepared on the basis of information obtained through personal observations and from comments elicited from the secretaries who perform the logging and control functions in the Branch. In addition, TSD [] personnel were contacted in order to trace the mail processing from a central point of receipt in the Division.

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My personal observations indicate that the mail in the Branch is over-controlled, over reviewed, and that over abundance of copies are flowing in and out of the Branch.

The survey will continue into other areas of records management and a report will be submitted upon its completion.

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RECOMMENDATIONS

1. ADOPT FORM 238 DOCUMENT CONTROL SLIP AND DISCONTINUE THE COLOR SYSTEM FOR CONTROL AND LOGGING PURPOSES IN THE [REDACTED]

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In addition to the logging records, the TSD Registry requires Form 238, a six-part Document Control Slip, when correspondence requires action or reply. One copy is attached to the correspondence when it goes to the Branch; the other five copies are filed in a suspense or tickler file maintained by the Registry. These copies are used when follow-up action is required on overdue correspondence.

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In [REDACTED] the secretary to the Chief of the Branch and the secretaries in each Section set up individual controls and logs. Because of the lack of a standardized system these controls have become complex and overlap or duplicate.

When mail is received in [REDACTED] the secretary reviews and decides which log to use; if it is to be controlled, she determines the type of case or section to take action, selects the proper color cards, and prepares the card control in duplicate; when due date is adjusted (approximately 90%) TSD must be notified; both cards and correspondence are referred to Deputy Chief of the Branch for review of inquiry, due date, proper color card used, and if case assigned to correct section for action, (sometimes requires retyping new cards); Secretary retains one card for her control and attaches duplicate and Form 238 to the correspondence; then routes to the Section.

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Section secretaries remove the control card and Form 238 and file in a tickler file; then log in books, log sheets or set up card controls. When action completed by the section the control card and Form 238 are reattached to the case and forwarded to the Office of the Chief. Statistical data is copied from the duplicate control card to the original one retained by the secretary to the Chief. The duplicate card is returned to the Section.

Each logging and control point utilizes common information, such as, document numbers, dates in, dates due, dates out, brief of subject or topic of inquiry, component to which assigned. Other information is added to further identify or control the case at each level.

Adoption of Form 238 will eliminate unnecessary and duplicate logging actions, standardize controls, and, yet, provide necessary documentation.

The [REDACTED] should request the TSD Registry to forward four copies of the Document Control Slip with each controlled document. The [REDACTED] secretary will insert any additional information needed for Branch control purposes, such as, case number and section to which assigned; make adjustments in due dates on all four copies; return one copy to the Registry (eliminates the need for notifying Registry by phone or for preparing a typed list); retain one copy in her control or suspense file (eliminates the need for selection and preparation of proper color cards); forward two copies of Form 238 to the

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section with the document, one to serve as the section log and suspense (eliminates need for secretaries to establish log books, lists, or card files); the remaining copy of the Form 238 will remain with the document to be returned to the Registry with the final reply. This copy could serve as the outgoing log in the Registry (eliminates need for separate log in the Registry).

Advantages

proper utilization of all copies of Form 238
now prepared by the Registry

elimination of cumbersome logging and control
procedures within the Branch

elimination of printing and stocking of 3x5
color control cards

standardization of control systems in the Branch

eliminates 14 steps in procedure to notify Registry
of changes in due dates (see steps 9-14, 17,
28-33, and 37 on procedures chart tab C)

eliminates forwarding and return of section control
card for tabulation of statistical data
(step 62-4 on chart A) and steps 52 and 53 on Chart B)

streamlines control operations

expedites routing

reduces number of control files in the Branch

releases secretaries time for other duties

2. ASSIGN TOTAL RESPONSIBILITY FOR LOGGING, CONTROL, ASSIGNING SUSPENSE DATES AND FOLLOW UP TO THE SECRETARY IN THE CHIEF'S OFFICE.

The secretary reviews all due dates on controlled communications and decides whether the due date assigned by the Registry is adequate for to complete its action. These are changed approximately 90% of the time. The secretary assigns a new due date, prepares control cards, and refers to Deputy Chief and, in some instances, to the Chief for review of newly established suspense dates before notifying the Registry. The due dates are accepted in most instances.

With the aid of a pre-established schedule or procedure for setting due dates, the secretary could make the changes as necessary. Assuming that Recommendation One will be adopted, notification to the Registry on

incoming communications will be made by returning one copy of Form 238 to the Registry. Use of this form will preclude the need for telephoning or typing a list of the changes made by the Branch.

On the follow up of overdue communications the Registry forwards a Form 238 as notice of overdue mail. The secretary matches her control card from her suspense file and refers these to Deputy Chief who will check with the Sections to determine the delay and set up new suspense dates if necessary. Cards are then returned to the Secretary to notify the Registry.

The follow up should be assigned to the secretary who will check with the Section secretaries who maintain the controls. New due dates will be established and telephoned to the Registry. If a Section anticipates difficulty in meeting its due date the secretary may refer the follow up to the Deputy Chief for further discussion with the Section Chief. These cases should be in the minority.

Advantages

expedite control procedure

give secretary greater latitude in control procedure

free Deputy Chief for other activities

eliminate typing duplicate listing of changes for Chief's review and signature

more realistic due dates established by [redacted]
Branch should reduce number of follow ups in the Branch

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3. TSD REGISTRY SHOULD SEND THREE COPIES OF CABLES TO [redacted]

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The Registry receives six copies of cables for TSD. Three copies are used by the Registry and two copies sent to [redacted]. The final copy is held for extra distribution or destroyed.

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When the secretary in [redacted] receives the cables they are both routed to the Chief, then separated and one referred to the Deputy Chief and one forwarded to the Section. Later the second copy is forwarded to the Section. In many instances, the Sections have need for two copies before any action is taken. In these cases the secretaries make xerox copies.

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If three copies of the cables were forwarded by the Registry to [redacted] the secretary in [redacted] could refer two copies direct to the Section for action; the third copy would serve as her log and be referred to the Chief and the Deputy Chief for information only.

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Advantages

- eliminate "black book" cable log
- expedite action on cables
- eliminate delay in routing over Chief and Deputy
Chief desks then to Action Desk
- eliminate xerox copies of cables

4. TSD REGISTRY SHOULD FORWARD BOTH COPIES OF INCOMING DISPATCHES WHEN RECEIVED.

When two copies of a dispatch are received the Registry pulls one for its reading board. When only one copy of a dispatch is received the Registry requests the Branch to return it to the Registry when it has served its purpose in the Branch. At that time it will be circularized on TSD boards. The Sections in [] have need for two 25X1 or more copies of the dispatches and find themselves xeroxing additional copies for their use.

The Registry should forward both copies directly to [] 25X1 Branch. When reply by dispatch is made the Registry removes its copy to be circularized on the board. Circularization of the outgoing dispatches should satisfy the routing requirements for the TSD Staff.

Advantages

- eliminates xerox copies of dispatches in the Sections
- expedites processing replies to dispatches
- eliminates double routing among TSD Staff members for
information purposes

5. RESPONSIBILITY FOR REVIEW OR APPROVAL OF SPECIFIC TYPES OF COMMUNICATIONS SHOULD BE SPLIT BETWEEN THE CHIEF AND THE DEPUTY CHIEF.

All incoming and outgoing communications are routed over the desks of the Chief and the Deputy Chief for review, initialing, approval, signature, or for information only. The review and processing procedure could be streamlined and improved by having one official responsible for specific types of communications, such as cables, dispatches, or others. In the handling of cables three reviews may be made by both individuals; first as incoming, second as outgoing, and third when the runoff copy is returned to the Branch. Three reviews by both individuals does not seem to be necessary.

Advantages

definite area of responsibility for each official
replies would be expedited
reviews and routing would be reduced
processing would be less cumbersome

6. **TSD REGISTRY SHOULD DISCONTINUE SENDING ITS EXTRA INFORMATION COPIES OF COMMUNICATIONS TO [REDACTED]**

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Copies of incoming and outgoing communications are circulated on "boards" among Staff members for information purposes. The Registry removes them from the "boards" and holds for two to three weeks. They are then forwarded to [REDACTED] for retention or destruction. The secretary in [REDACTED] places them in a hold file and in due time destroys the copies. Forwarding these information copies is unnecessary routing of duplicate papers and compounds the operations of the Registry, Courier service and Branch personnel. Copies used by the Registry for information purposes should be destroyed in the Registry when the routing cycle is completed.

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Advantages

eliminate double handling by the Registry, courier and [REDACTED]

eliminate unnecessary paper flow to the Branch

release filing space in the Registry

release filing space in [REDACTED]

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reduce work load in [REDACTED]

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Registry personnel would be performing a function for which they are responsible

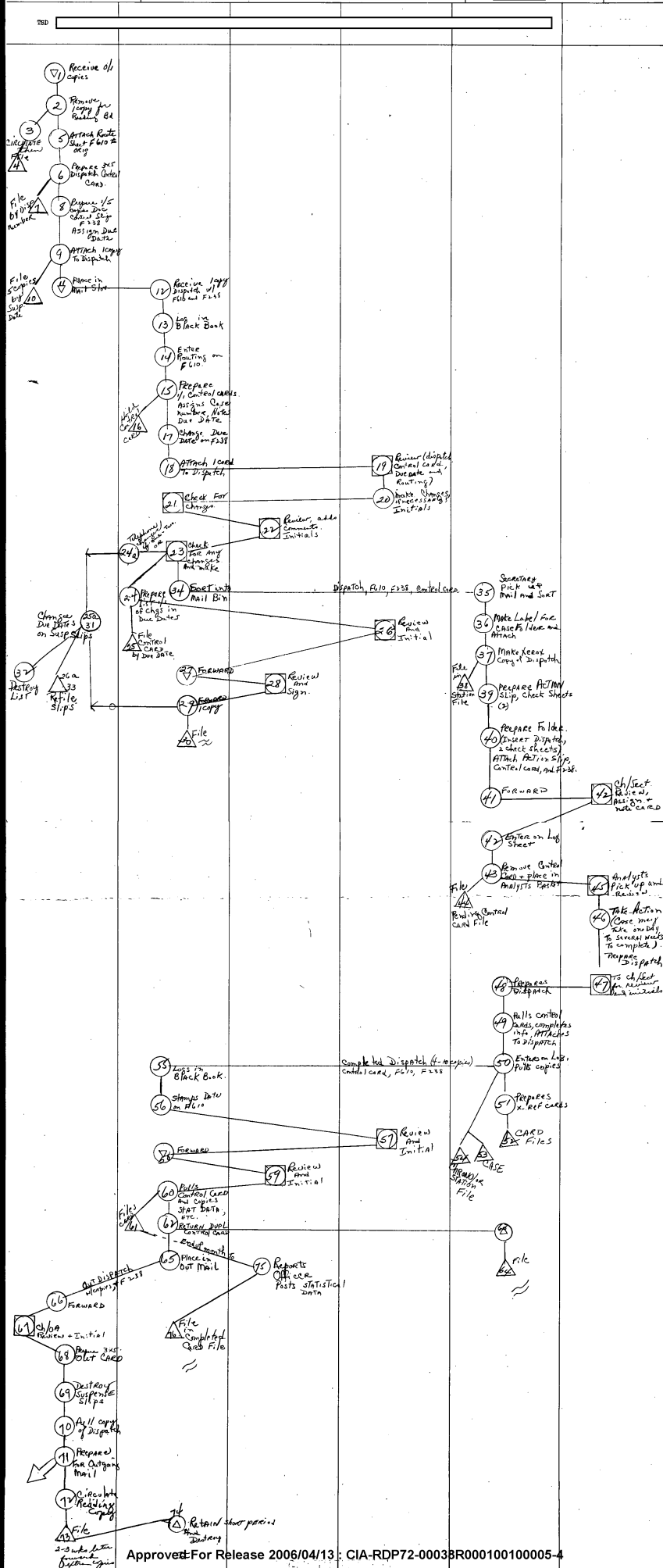
7. **CHALLENGE THE NECESSITY FOR PROLIFERATION OF COPIES OF OUTGOING REPLIES.**

Requests for service received by the Branch may generate from seven to twenty copies of a reply. These are reviewed, routed, and disseminated within the Section, to the Branch level, at the Division level, and outside TSD. Copies in [REDACTED] are filed in chrono files, case files, station or area files, and in analysts' files. The need for these multiple copies should be challenged.

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